

GEO

Guyana Economic Opportunities

Guyana Office for Investment (Go-Invest) Job Evaluation Procedures Manual

**Prepared By
SV Jones Associates**

Submitted by:
Chemonics International Inc.

To:
**United States Agency for International Development
Georgetown, Guyana**

Under Contract No. 504-C-00-99-000099-00

September 2001

Technical Report No. 38b

FINAL REPORT

GUYANA OFFICE FOR INVESTMENT(GO-INVEST)

***MANUAL DESCRIBING JOB EVALUATION
PROCEDURES***

SEPTEMBER 2001

TABLE OF CONTENTS

SECTION 1

| | | |
|-------|---|----|
| 1.0 | INTRODUCTION | 1 |
| 2.0 | METHODOLOGY | 2 |
| 3.0 | DEFINING COMPENSABLE FACTORS FOR GOINVEST | 4 |
| 3.1 | Defining the Universal Factors, Sub-Factors and Degrees for the Guyana Office for Investment | 4 |
| 3.2 | Selection and Ranking of Compensable factors for GOINVEST | 5 |
| 4.0 | DESCRIBING THE JOB ANALYSIS SCOPE FOR THE GUYANA OFFICE FOR INVESTMENT | 8 |
| 4.1 | Non-Management Job Description | 8 |
| 4.2 | Supervisory Job Description | 8 |
| 4.3 | Senior management Position Description | 8 |
| 4.4 | Describing the Elements of the Job and Position Descriptions | 9 |
| 4.4.1 | Non-Management Job description Form | 9 |
| 4.4.2 | Supervisory Job Description Form | 14 |
| 4.4.3 | Senior Management Position Description | 18 |

SECTION II: JOB EVALUATION MANUAL

QUANTITATIVE FACTORS

NON-QUANTITATIVE FACTORS

Guyana Office for Investment
Manual Describing Job Evaluation Procedures

1.0 Introduction

The overall purpose of undertaking a Job Evaluation for the **Guyana Office for Investment (GOINVEST)** is to provide a consistent framework within which differentials in context and value of the Jobs and Positions within the organisation can be established and maintained. The Jobs and Positions will themselves be established in a hierarchy, using a process, of comparisons against defined standards and identifying the degree to which common factors are found in different jobs.

Job Evaluation starts with **Job Analysis** which constitutes the first phase in a systematic process. It identifies the required tasks and responsibilities, determines the necessary qualifications of the job holder and identifies the authority/accountability relationships which are inherent in the Job. In addition, the process ensures, as far as possible, that judgements about job values are made on objective rather than on subjective grounds, as well as provides a continuing basis for assessing the relative value of jobs which is easy to understand, administer and control, and is also accepted as fair by all concerned.

The **GOINVEST** Job Evaluation Activity combines the gathering, processing and analysis of pertinent details, procedures and techniques into Job and Position Descriptions so that efficiency can be achieved through an ordered division of job effort.

In understanding the Job analysis, the following activities have already been undertaken:

1. Interviews with Job and Position incumbents of all **GOINVEST's** employees except those currently on leave.
2. The completion of questionnaires by all levels of staff except the person on leave.

2.0 Methodology

The Factor Comparison Method

Of the known **Job Evaluation Systems** in use, the **Consultant** recommends the **Factor Comparison Method** as being best suited for this project, primarily because of its ease in allowing for the establishment of relationships at the Management, Supervisory and Non-Management Levels. This analytical scheme allows jobs to be analysed and compared in relation to a variety of agreed factors.

The significant benefit to be derived from the Factor Comparison Method are as follows:

- **COMPENSABLE FACTORS**, while being the framework of the assessment standards to be used, provide a sound basis for determining the position of grade lines and thereby assist in the development of a sound salary structure.
- The system will be easily understood and will ensure that all jobs are assessed to the same standard of consistency within **GOINVEST**.
- The range of characteristics used and the weightings applied will be selected and tested within **GOINVEST**.

The **Factor Comparison Method** employs the procedures explained following:

- Step 1:** Factors which describe the fundamental elements of the general nature of all jobs at **GOINVEST** are identified and defined.
- Step 2:** Specific values are assigned to each factor on the basis of rankings by the Senior Management Group and the **Consultant**.
- Step 3:** A set of degrees or levels for each factor along with profile statements for each degree is developed. Points are assigned to the highest degree and the lowest degree. The intermediate points for the degrees between the highest and the lowest are calculated through geometric progression.
- Step 4:** Using each factor, values from lowest to highest, are assigned to each job. The job demanding the greatest possible degree of a factor receives the highest value and job demanding little or no amount of a factor receives the lowest value.
- Step 5:** Scores for all factors of each job are summed up.
- Step 6:** Jobs are ordered relative to total points earned.

Step 7: A scatter diagram and other mathematical procedures are developed to demonstrate the clustering of jobs. This determines the grades in the Job Structure.

Step 8: The current will be rationalised in relation to the key jobs within **GOINVEST**. Each Pay and Job Structure will then be merged into a new proposed Compensation Plan.

3.0

DEFINING COMPENSABLE FACTORS FOR GOINVEST

Compensable Factors are sets of requirements and conditions which are relevant to jobs in a given group and which are used as a common yardstick in measuring the relative ranking of jobs in that group.

In the context of the **GOINVEST**, the **Compensable Factors** have been tailored to meet the projected conditions and requirements of the organisation.

The following sections define the Universal and sub-Factors used as the evaluative tools in the Study.

3.1 Defining the Universal Factors, sub – Factors and degrees for the **Guyana Office for Investment** .

The Universal Factors used in the study are as follows:

- **KNOWLEDGE** requirements are those activities of the job that require the use of intellect, judgement, patience, reasoning and understanding.
- **SKILL REQUIREMENTS** are aspect of the job that relate to the actual performance of tasks with accuracy, completeness and within a standard time according to established quality and quantity levels.
- **ACCOUNTABILITY/ RESPONSIBILITY** is the degree of accountability for the performance of the work according to stated requirements and in consideration of the errors that might result from negligence or failure to perform properly.
- **WORKING CONDITIONS** are the qualities of the job that make performance more or less disagreeable due to the environmental conditions while **PHYSICAL REQUIREMENTS** are aspects of the job that make demands on the body such as standing, bending, lifting, reaching, handling, etc.

Sub-Factors provide a more precise description of jobs on the **Universal Factor Scale**.

The **Sub-Factors** selected for use in this project relate directly to those to be used in assessing the performance requirements of **GOINVEST's** staff.

DEGREES are statements of substantiating data which provide the most specific description of the job. They are used to determine and compare the relative magnitude of a factor in one job to the same factor in another job. The series of **degrees** or profile statements were developed based on scale, with the levels of difference or magnitude **defining** the **Sub-Factors** in terms of the requirements of the jobs within **GOINVEST**. The number of statements qualifying the

Sub-Factors are no more than is absolutely necessary to adequately describe the complete range of differences in the particular factor. The job demanding the greatest possible degree of a factor receives the highest value, and the job demanding little or no amount of a factor receives the lowest value. Jobs are ordered in the structure relative to total points earned.

3.2 Selection and Ranking of Compensable Factors for GOINVEST

Senior Managers responded to the request for the participation in the **Selection and Ranking of Compensable Factors** for the **Job Evaluation Activity** of the **GOINVEST**. Each Manager was requested to select twelve factors from a list of twenty-eight that were considered to be important to the operations of **GOINVEST**.

The weighted average technique was then applied to the selection and a final list and ranking obtained for the **Universal Factors** and **Sub-Factors** as shown in **Table ____**.

The twelve **Sub-Factors** on which the study is based are comprehensive enough to cover all the jobs in **GOINVEST**.

EXHIBIT 1
GUYANA OFFICE FOR INVESTMENT (GOINVEST)
SELECTION AND RANKING OF COMPENSABLE FACTORS

| UNIVERSAL FACTORS | R A N K | SUB-FACTORS | SELECTION | R A N K |
|---|------------------|--|-----------|------------------|
| Knowledge | | Education Experience Learning Time Job Knowledge | | |
| Skill Requirements | | Analytical Decision-Making Initiative & Ingenuity Technical/Professional Co-ordinating Interpretation Interpersonal Compliance Clerical Mental & Visual Attention Complexity Problem Solving | | |
| Accountability/Responsibility | | Safety of Others Systems Responsibility for Materials, Cash etc. Supervision Procedures/Regulation Direction Received Contacts/Staff Relations Freedom to Act Job Impact Methods Work of Others Temperament Quality of Work/Productivity Resourcefulness Teamwork Attendance Punctuality | | |
| Physical Requirements/Working Conditions | | Working Environment Occupational Hazards Physical Demands | | |

Table 3.1
Guyana Office For Investment
– Job Evaluation Study –

Allocation of Points to Universal Compensable Factors and Sub – Factors Based on Ranking and Weighting Scheme.

| UNIVERSAL FACTORS | | | | SUB – FACTORS | | | | | | | | | | | |
|---|------|----------------|-------------|--|------|----------------|------------|---------------|---------|----|----|----|----|----|----|
| DESCRIPTION | RANK | REL % VALUE | POINTS | DESCRIPTION | RANK | REL % VALUE | POINTS | | DEGREES | | | | | | |
| | | | | | | | VALUE | % OF TOTAL | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Knowledge | 1 | 100% | 323 | <i>Education</i> | 1 | 100% | 129 | 12.9% | 129 | 86 | 57 | 38 | 25 | 17 | 11 |
| | | | | <i>Job Knowledge</i> | 2 | 100% | 129 | 12.9% | 129 | 86 | 57 | 38 | 25 | 17 | |
| | | | | <i>Experience</i> | 3 | 50% | 65 | 6.5% | 65 | 43 | 29 | 19 | 13 | | |
| | | | | SUB - TOTAL | | 250% | 323 | 32.3% | | | | | | | |
| Skill Requirements | 2 | 90% | 290 | Analytical | 1 | 100% | 72 | 7.2% | 72 | 48 | 32 | 21 | | | |
| | | | | Decision – Making | 2 | 90% | 64 | 6.4% | 64 | 43 | 28 | 19 | 13 | | |
| | | | | Technical/ Professional | 3 | 80% | 80 | 8.0% | 80 | 53 | 35 | 24 | | | |
| | | | | Compliance | 4 | 75% | 54 | 5.4% | 54 | 36 | 24 | 16 | 11 | | |
| | | | | Co-ordination | 5 | 60% | 43 | 4.3% | 43 | 29 | 19 | 13 | | | |
| | | | | SUB - TOTAL | | 405% | 313 | 31.3% | | | | | | | |
| Accountability/ Responsibility | 3 | 90% | 290 | <i>Quality of Work/ Productivity</i> | 1 | 100% | 101 | 10.1% | 101 | 68 | 45 | 30 | 19 | | |
| | | | | <i>Team Work</i> | 2 | 95% | 97 | 9.7% | 97 | 64 | 43 | 29 | | | |
| | | | | Contacts/Staff | 3 | 90% | 91 | 9.1% | 91 | 61 | 41 | 27 | | | |
| | | | | Relations | | | | | | | | | | | |
| | | | | SUB – TOTAL | | 285% | 289 | 28.9% | | | | | | | |
| Physical Requiremenmts/ Working Conditions | 4 | 30% | 97 | Working Environments | 1 | 100% | 97 | 9.7% | 97 | 65 | 43 | 29 | | | |
| TOTALS | | 310% | 1000 | | | | | | | | | | | | |

4.0 DESCRIBING THE JOB ANALYSIS SCOPE FOR THE GUYANA OFFICE FOR INVESTMENT

4.1 Non-Management Job Description

The **Non – Management** job requirements are defined by way of the twelve (12) **Sub-factors** identified for use in the **Study**.

Shown as **Appendix 1** is a sample of a **Non-management Job Description**

4.2 Supervisory Job Description

A new category is recommended to be introduced to **GOINVEST**, to bridge the gap between the **Non-Management** and **Senior Management** level employees.

The jobs falling within the **Supervisory** category will be subjected to the evaluative process using the same **Universal** and **Sub-Factors** as for the **Non-Management Group**.

Appendix 2 shows a sample **Job Description** for the **Supervisory** employees.

4.3 Senior Management Position Description

The **Senior Management's** Job responsibilities for **GOINVEST** are to be described by way of **Position Descriptions**, with succinct detail. The work activities cover broad functional areas of technical, professional and administrative work. The narrative part of the **Position Description** states the responsibilities, the internal and external conditions and objectives as well as the support functions to be provided to **Departments, Units and Sections**. The second part consists of evaluation procedures which are based on the **Factor Comparison System** as used for the **Non – management** and **Supervisory** employees.

Appendix 3 shows a sample **Position Description** for **Senior Managers**.

The **Job** and **Position Description** forms serve a dual purpose as the basic tool for:

- ◆ Structuring the analysis of the **Jobs** and **Positions**
- ◆ Recording the resulting data in a format that is easy to use in Recruitment and Placement, Salary Administration, Training and Development to effect better utilisation of employees as well as to assist in **Performance Appraisal Procedures**.

4.4 Describing the Elements of the Job and Position Descriptions

Each **Section** of the **Job** and **Position Description** Forms used in the study has been developed according to the following guidelines:

4.4.1 A Non-Management Job Description Form shown as **Exhibit 2** explained as follows:

1. The complete **Job Title** by which the job is known at **GOINVEST** and which is shown on the approved **Organisation Chart**.
2. The **Title** of the person to whom the job incumbent reports.
3. The **Code** to be determined by the **Consultant**, which allows for a unique number sequence for each individual job in the study.
4. The **Department** within **GOINVEST** in which the particular **Job Title** is found.
5. The **Section/Unit** in which the job is located.
6. The brief comprehensive **Summary Statement** indicating the purpose of the job. This reflects any significant involvement of the incumbent with data, people, and things in accomplishing the objectives of **GOINVEST**.
7. Each **Duty** of the job is listed and described either in order of importance in terms of what, how much and how well it has to be done, in chronological sequence, or in terms of time frames.
8. Each of the items used by the job incumbent is captured in the **Work Field Data**. **Work Field Data** include organisation of the necessary **machines, tools, equipment** and **work aides** which are used to carry out specific functions of the job. These are defined as follows:

Machines are devices which are a combination of mechanical parts with the framework and fastenings to support and connect them, designed to apply a force to work on or move materials or to process data. A machine may be activated by hand or foot power and may use electricity. Examples are adding machines, computers, photocopiers.

Tools are implements which are manipulated to work on or move materials. Included here are all common office, teaching, laboratory tools, etc.

Equipment includes devices such as switchboards and telephones.

Work Aids are miscellaneous items which cannot be considered as machines, tools, or equipment and yet are necessary for carrying out the work. These include things such as manuals.

Examples of Work Field Data are shown below:

| MACHINES | TOOLS | EQUIPMENT | WORK AIDS |
|-----------------|--------------|------------------|---------------------|
| Calculator | Scissors | Telephones | Laws of Guyana |
| Computers | Pens | Switchboards | Directories |
| Printers | Pencils | | Manuals |
| Photocopiers | | | Brochures |
| | | | Business Plans |
| | | | Statistical Reports |
| | | | Surveys |

Work Field refers to the specific kind of technical, professional methods and techniques to be applied in relation to the job. The **Work Field** identification can be further classified into **Skilled, Semi-Skilled** and **Un-Skilled** groupings.

Skilled Occupations

Skilled Occupations are those which specifically relate to high level scientific, financial and management Skills and require a thorough knowledge of the processes involved in the work and allows for a considerable degree of independent judgement.

The identifying characteristic of the skilled worker is exposure to technical/ professional training and education programmes. The skilled workers' effort demonstrates investigative, planning, researching, accounting, controlling and administrative functions.

The skilled worker group includes Investment Analysts, Accountants, Financial Analysts, Programmers, Documentalists, Investment Analysts, and Administrators.

Semi – Skilled Occupations

Semi – Skilled occupations require ability of a high order to execute fairly well defined work routines. It involves moving through the various

education and training programmes necessary to achieve skilled status or becoming more skilled in a particular job while not adding new or different skills to the inventory.

Semi – Skilled workers perform under general supervision and do not exhibit the high degree of independent judgement necessary for skilled trades. This group requires extensive practical experience while not requiring the high level of education and technical training as for the Skilled Workers.

The **Semi – Skilled** group includes most clerical Personnel and such persons who are responsible for undertaking research activities or verifying, recording and compiling a variety of data.

Unskilled Occupations:

Unskilled workers follow simple verbal and written instructions. Their jobs usually involve substantial physical effort, requiring minimum education and only basic communication abilities. Supervisors frequently review their work while it is progressing to ensure conformity with performance standards or standard practices, as well as to monitor their learning curve in acquiring skills and techniques.

The **Unskilled** group consist of Messengers, Cleaners and Labourers who handle simple, routine, manual assignments requiring little technical skill but often heavy physical effort to execute the jobs.

Some of the **Work Fields** which characterise **GOINVEST's** work environment are classified as follows:

SKILLED

Accounting-Recording
Programming
Researching
Administering
Investigating
Analysing
Teaching
Planning

SEMI-SKILLED

Computing
Filing
Reconciling
Driving

UNSKILLED

Cleaning
Transporting
Stock-Checking

Exhibit 2

GUYANA OFFICE FOR INVESTMENT (GOINVEST)
NON MANAGEMENT JOB DESCRIPTION

| | | | | | |
|--|--|-------------------------------|---------------------|--------------------------------------|--|
| T H E | J O B | JOB TITLE: (1) | | JOB CODE: (3) | |
| | | | | DEPARTMENT: (4) | |
| | | | | DIVISION: (5) | |
| | | REPORTS TO: (2) | | | |
| SUMMARY STATEMENT | | (6) | | | |
| J O B D U T I E S R E Q U I R E D | | DESCRIPTION OF DUTIES: | | | |
| | | (7) | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| The above responsibility statements identify specific duties necessary to attain the GUYANA OFFICE FOR INVESTMENT'S overall objectives while not precluding the job holder from carrying out other related activities that may be inherent in the job. | | | | | |
| WORK FIELD DATA | WORK FIELD (8) WORK REQUIREMENTS: <u>MACHINES</u> <u>TOOLS</u> <u>WORK AIDS</u> <u>EQUIPMENT</u> | | | | |
| WORKER TRAITS | Aptitudes: (9) | | | | |
| | Cognitive | Perceptual | Psychomotor | Highest 3rd () | |
| | General Intelligence | Spatial | Motor Co-ordination | Middle 3 rd : () | |
| | Verbal | Form Perception | Finger Dexterity | Lower 3 rd . () | |
| | Numerical | Clerical Perception | Manual Dexterity | Total | |
| | INTERESTS: (10) | | | | |
| | ESSENTIAL EXPERIENCE: (11) | | | | |

QUALIFICATIONS PROFILE

JOB TITLE:

JOB CODE NUMBER:

| FACTORS | | SUBSTANTIATING DATA | Degrees | Points |
|---------|-----------------------------------|---------------------|---------|--------|
| 1 | EDUCATION | (12) | | |
| 2 | JOB KNOWLEDGE | (13) | | |
| 3 | EXPERIENCE | (14) | | |
| 4 | ANALYTICAL SKILLS | (15) | | |
| 5 | TECHNICAL/ PROFESSIONAL SKILLS | (16) | | |
| 6 | DECISION MAKING | (17) | | |
| 7 | COMPLIANCE | (18) | | |
| 8 | CO-ORDINATING | (19) | | |
| 9 | QUALITY OF WORK/ PRODUCTIVITY | (20) | | |
| 10 | TEAMWORK | (21) | | |
| 11 | CONTACTS | (22) | | |
| 12 | WORKING ENVIRONMENT | (23) | | |
| | | TOTAL | | |

LICENCES:

SIGNATURES:

PREPARED BY: S. V. JONES ASSOCIATES

DATE: July 2001

REVIEWED BY: __ (24) _____ DESIG. _____ DATE: _____

APPROVED BY: _____ (25) _____ DESIG. _____ DATE: _____

APPROVED BY: _____ (26) _____ DESIG. _____ DATE: _____

9. The **Aptitudes** essential to produce the results described in **Section 10** are defined on **pages 39 to 42** of this **Manual**.
10. **Interests** indicating a potential for success in the job are defined on **pages 43 to 44** of this **Manual**.
11. **Essential Experience** refers to on-the-job exposure necessary if the incumbent is to be promoted through a hierarchy of jobs within **GOINVEST**.
- 12-23 These are the twelve **Compensable Factors** which form the basis for evaluating all the jobs in this Sub-group. The respective **Factors** and their **Sub-factors** are defined in **Section 2** of this Manual.
- 24 The **Signature/Designation** of the person authorised to review the **Job Description** and date is indicated in this **Section**.
25. The **Signature/Designation** of the person authorised to approve the content of the **Job Description** at the first level and the date is recorded in this **Section**.
26. The **Signature/Designation** of the person authorised to approve the content of the **Job Description** at the second level and the date is recorded in this **Section**.

4.4.2 Supervisory Job Description Format

The format of the **Job Description for Supervisory Jobs** is shown in **Exhibit 3**.

- 1 – 6 Sections 1-6** will follow the same format as explained for the **Non-Management Job Descriptions**.
- 7 Nature and Scope of the Job** records group-related tasks in a descriptive manner covering the range of activities of the Job. For example, it includes all that the Supervisor is expected to do in terms of the co-ordination of manpower and facilities placed under his/her control.
- 8. The Principal Organisational Relationships** pinpoint the important internal and external contacts that are necessary to the incumbent in carrying out the **Accountability Objectives**.
- 9-25** The remaining **Sections** of the **Job Description** are as described in **Section 4.1** describing the **Non-Management Description Form**.
- 26.** Lists any **Licensing requirements** that are important to the job.

EXHIBIT 3

GUYANA OFFICE FOR INVESTMENT (GOINVEST)

SUPERVISORY JOB DESCRIPTION

| | | |
|----------------------------|------------------------|---------------------------|
| T J H O E B | JOB TITLE: (1) | JOB CODE: (3) |
| | | DEPARTMENT (4) |
| | REPORTS TO: (2) | SECTION/ UNIT: (5) |

1. **SUMMARY STATEMENT:** (6)

2. **NATURE AND SCOPE OF THE JOB:** (7)

3. **PRINCIPAL ORGANISATIONAL RELATIONSHIPS:** (8)
(The incumbent relates to the following areas/titles internally and externally within the Nature and Scope of the Job)

AREA/TITLE:

RESPONSIBILITY:

INTERNAL:

EXTERNAL:

| | | | | | | | | |
|--|---|--|--|--|--|--|--|--|
| | JOB TITLE: | JOB CODE NUMBER: | | | | | | |
| D U T I E S R E Q U I R E D | J O B R E S P O N S I B I L I T I E S | | | | | | | |
| T O F U L F I L | | (9) | | | | | | |
| The above responsibility statements identify specific duties necessary to attain the GUYANA OFFICE FOR INVESTMENT'S overall objectives while not precluding the job holder from carrying out other related activities that may be inherent in the job. | | | | | | | | |
| W O R K | F I E L D | WORK FIELD: Recording, Compiling, Recruiting (10) WORK REQUIREMENTS: <u>MACHINES</u> <u>TOOLS</u> <u>WORK AIDS</u> <u>EQUIPMENT</u> | | | | | | |
| W O R K E R S | T R A I N I N G | APTITUDES - COGNITIVE PERCEPTUAL (11) PSYCHOMOTOR HIGHEST 3RD = (x) GENERAL INTELLIGENCE SPATIAL MOTOR COORDINATION MIDDLE 3RD = () VERBAL FORM PERCEPTION FINGER DEXTERITY LOWER 3RD = NUMERICAL CLERICAL PERCEPTION MANUAL DEXTERITY TOTAL = | | | | | | |
| | | INTERESTS: (12) | | | | | | |
| | | ESSENTIAL EXPERIENCE: (13) | | | | | | |

5. SUPERVISORY JOB DESCRIPTION EVALUATION:

| QUALIFICATIONS PROFILE | | | | | |
|---|--|-------------------------------------|-----------------------------------|----------------|---------------|
| JOB TITLE: | | JOB CODE NUMBER: | | | |
| Q U A L I F I C A T I O N P R O F I L E | 1 2 3 4 5 6 7 8 9 10 11 12 | FACTORS | <i>SUBSTANTIATING DATA</i> | DEGREES | POINTS |
| | | EDUCATION | (14) | | |
| | | JOB KNOWLEDGE | (15) | | |
| | | EXPERIENCE | (16) | | |
| | | ANALYTICAL SKILLS | (17) | | |
| | | TECHNICAL/ PROFESSIONAL | (18) | | |
| | | DECISION – MAKING | (19) | | |
| | | COMPLIANCE | (20) | | |
| | | CO-ORDINATING | (21) | | |
| | | QUALITY OF WORK/ PRODUCTIVITY | (22) | | |
| | | TEAMWORK | (23) | | |
| | | CONTACTS | (24) | | |
| WORKING ENVIRONMENT | (25) | | | | |
| LICENCES | | TOTAL: | | | |
| (26) | | | | | |
| <p>SIGNATURES: (27)</p> <p>PREPARED BY: S. V. Jones Associates DATE: JULY 2001</p> <p>REVIEWED BY _____ DESIG. _____ DATE: _____</p> <p>APPROVED BY) _____ DESIG. _____ DATE: _____</p> <p>APPROVED BY: _____ DESIG. _____ DATE: _____</p> | | | | | |

27. Indicates the **signatures of approval**.

4.4.3 Senior Management Position Description:

The **Senior Management Position Descriptions** describe the work performed by the Senior Management Staff of **GOINVEST**. These contain specific details required of each management job and are standardised with regards to the format which is shown as **Exhibit 4** and described below:

INTRODUCTION:

Sections 1-5 follow the same format as explained for the **Non-Management and Supervisory Job Descriptions**, except that at (1), the **Title of the Position** will be what is called a working title.

SECTION I: ACCOUNTABILITY OBJECTIVE

6: The **Accountability Objective** describes as concisely as possible the overall purpose of the job while establishing the role of the job holder and the contribution to be made towards achieving the objectives of **GOINVEST**.

SECTION II: DIMENSIONS OF POSITION

7: The several parts of this **Section** under **DIMENSIONS OF POSITION** are described as follows:

(A) NATURE AND SCOPE OF THE POSITION

This highlights and describes the activities of employees in relation to the professional, technical and analytical requirements of the job. Short paragraphs with appropriate details are used in describing the main processes of management, i.e. formulating objectives, planning, organising, co-ordinating, operating, directing, controlling and motivating staff, as well as indicating the types of decisions to be made in relation to the complexity of the job.

EXHIBIT 4

GUYANA OFFICE FOR INVESTMENT (GOINVEST)

SENIOR MANAGEMENT POSITION DESCRIPTION

| | |
|----------------------------|---------------------------|
| POSITION TITLE: (1) | POSITION CODE: (3) |
| REPORTS TO: (2) | |
| AGREED TO BY: (5) | DEPARTMENT: (4) |
| APPROVED: | |

I. ACCOUNTABILITY OBJECTIVE: (6)

II. DIMENSIONS OF POSITION: (7)

A. NATURE AND SCOPE OF THE POSITION:

B. PRINCIPAL ORGANISATIONAL RELATIONSHIPS: (8)

(The incumbent relates to the following areas/titles internally and externally within the Nature and Scope of the Job)

AREA/TITLE:

RESPONSIBILITY:

INTERNAL:

EXTERNAL:

C. PERSONNEL SUPERVISED BY THIS POSITION INCLUDE:

DIRECTLY

INDIRECTLY

D. EQUIPMENT, MACHINES, TOOLS AND WORK AIDS CONTROLLED BY THIS POSITION AND USED BY SUBORDINATES INCLUDE THE FOLLOWING:

MACHINES

TOOLS

WORK AIDS

EQUIPMENT

III. PRINCIPAL ACTIVITIES TO ATTAIN ACCOUNTABILITY OBJECTIVES

(The following responsibility statements identify specific duties necessary to attain the Guyana Office for Investment (GOINVEST's) overall objectives while not precluding the position holder from carrying out other related activities that may be inherent in the position.)

IV. SENIOR MANAGEMENT POSITION DESCRIPTION EVALUATION:

| JOB TITLE | | | JOB CODE NUMBER: | | |
|------------------------|---|-------------------------------------|---------------------|---------|--------|
| QUALIFICATION | 1 2 3 4 5 6 7 8 9 10 11 12 | FACTORS EDUCATION | SUBSTANTIATING DATA | DEGREES | POINTS |
| | | | (9) | | |
| | | JOB KNOWLEDGE | (10) | | |
| | | EXPERIENCE | (11) | | |
| | | ANALYTICAL SKILLS | (12) | | |
| | | TECHNICAL/ PROFESSIONAL SKILL | (13) | | |
| | | DECISION MAKING | (14) | | |
| | | COMPLIANCE | (15) | | |
| | | CO-ORDINATING | (16) | | |
| | | QUALITY OF WORK/ PRODUCTIVITY | (17) | | |
| | | TEAMWORK | (18) | | |
| | | CONTACTS | (19) | | |
| WORKING ENVIRONMENT | (20) | | | | |
| LICENCES (21) | | | TOTAL: | | |

SIGNATURES:

PREPARED BY: S. V. JONES ASSOCIATES

DATE: JULY 2001

REVIEWED BY: _____ **DESIG.** _____ **DATE:** _____

APPROVED BY: _____ **(22)** _____ **DESIG.** _____ **DATE:** _____

APPROVED BY: _____ **DESIG.** _____ **DATE:** _____

(B) PRINCIPAL ORGANISATIONAL RELATIONSHIPS

This **Section** identifies the salient **Internal and External Relationships** that are important to the incumbent in carrying out the **Accountability Objective**.

(C) PERSONNEL SUPERVISED BY THIS POSITION

The levels of Staff – Managerial, Supervisory and Non-Management – directly and indirectly controlled by the Position are listed in this **Section**. Where appropriate, direct manning levels or ranges are used.

(D) EQUIPMENT, MACHINES, TOOLS AND WORK-AIDS CONTROLLED BY THIS POSITION AND USED BY SUBORDINATES INCLUDE THE FOLLOWING:

The resources controlled are detailed in this **Section** and cover those stated in **Sections 7 and 8** of the **Supervisory and Non-Management Job Description Format**.

SECTION III: PRINCIPAL ACTIVITIES TO ATTAIN ACCOUNTABILITY OBJECTIVES

8: In this **Section**, each duty is identified and listed, like the **Supervisory and Non-Management** duties, in one of the following ways:

- Frequency with which the duties are carried out
- In chronological order
- In order of importance
- According to the main processes of management

Each sentence or small paragraph starts with an active verb, expressing the actual responsibility and simplified with examples and other details as necessary to indicate the purpose of the job and to project target setting, performance standards and quality objectives.

SECTION IV: SENIOR MANAGEMENT POSITION DESCRIPTION EVALUATION

9-20: The evaluation of the **Senior Management Position Description** is based on the same **Compensable Factor Scale** as for the **Non-Management** and **Supervisory Groups**, hence the descriptions of these are the same.

21. Lists any **licensing requirements** that are important to the job.

22. Indicates signatures of approval.

GUYANA OFFICE FOR INVESTMENT (GOINVEST)

SECTION II JOB EVALUATION MANUAL

QUANTITATIVE FACTORS

| | |
|------------------|--------------------------------------|
| FACTOR 1 | Education |
| FACTOR 2 | Job Knowledge |
| FACTOR 3 | Experience |
| FACTOR 4 | Analytical Skills |
| FACTOR 5 | Decision - Making |
| FACTOR 6 | Technical/ Professional |
| FACTOR 7 | Compliance |
| FACTOR 8 | Co-ordinating |
| FACTOR 9 | Quality of Work/ Productivity |
| FACTOR 10 | Team Work |
| FACTOR 11 | Contacts |
| FACTOR 12 | Working Environment |

Factor No: 1 Education

Definition of Factor:

Education can be defined as the planned process of learned experiences which could or could not have a specific occupational objective but which enhances the employee's contributions to the **Guyana Office for Investment**. This is done through the Workers' reasoning development, language and mathematical skills. The scope of the **Education Sub-Factor** covers the time spent on academic and vocational types of education and training at Primary, Secondary, Tertiary, Technical and Professional Level. The minimum level necessary to perform the functions of the job is defined in the **Degree Statement** which does not account for on-the-job training.

Degree Statement

| Grade of Factor | Approximate duration of Education and Training | Institutions Certification | Points |
|-----------------|--|---|--------|
| 1 | + 17 years | Post- graduate higher Degree in Professional, Scientific, Executive, Administrative occupations | 129 |
| 2 | + 13 to 17 years | University First Degree in Scientific, Executive, Administrative occupations or Professional Accreditation. | 86 |
| 3 | + 11 to 14 years | Awards not equivalent to University first Degree obtained at Technical Institute, Training School or similar institution. Certification includes Diploma in Accountancy, Finance, Public Administration, Management, Nursing, Medical Technology, Personnel and Industrial Relations, Computer Science. | 57 |
| 4 | + 11 to 13 years | CXC/ GCE A – Level Form 6; Association of Accounting Part II; London Chamber of Commerce (Higher); Certificate in Accounting; Certificate in Registry Records Management, Secretarial Science; Certificate in Computer Studies. | 38 |

| Grade of Factor | Approximate duration of Education and Training | Institutions Certification | Points |
|------------------------|---|---|---------------|
| 5 | + 9 to 11 years | Forms 4 and 5, CXC/ GCE O – Level; Advanced Typing, Advanced English, Office Procedures. | 25 |
| 6 | + 6 to 9 years | Post Primary/ Community High School Forms 1,2,3; Intermediate Typing; Advanced English; Correspondence Courses. | 17 |
| 7 | Up to 6 years | Primary School | 11 |

Factor No: 2 Job Knowledge**Definition of Factor:**

Job Knowledge measures the nature and content of information or facts which must be understood to do acceptable work related to the **Mission** of **GOINVEST**. Such information or facts relate to the steps, procedures, rules, policies at the national level. The extent of the knowledge needed to be applied is used as a basis for selecting a level for this factor.

Degree Statement

| Grade of Factor | Degree Statement | Points |
|------------------------|---|---------------|
| 1 | Knowledge of a wide range of concepts, principles and practices gained through higher study or experience, and skill in applying this knowledge to difficult and complex work assignments. Comprehensive, extensive, practical knowledge required in developing new methods, approaches or procedures. | 129 |
| 2 | Knowledge of the principles, concepts, and methodology gained through job experience to permit independent performance of recurring assignments. Practical knowledge in a wide range of technical matters, principles and practices and skill in applying knowledge to assignments. | 84 |
| 3 | Knowledge of basic principles, concepts and methodology of a professional or administrative occupation, and skill in applying the knowledge in carrying out elementary assignments, operations or procedures. Ability to carry out projects which involve use of specialised complicated techniques. | 57 |
| 4 | Knowledge of a body of standardised rules, procedures or operations requiring training and experience to perform the full range of standard clerical assignments and resolve recurring problems. | 38 |
| 5 | Knowledge of basic or commonly used rules, procedures or operations which require some previous training experience. | 25 |
| 6 | Knowledge of simple routine or repetitive tasks or operations which typically include following step-by-step instructions and requires little or no previous experience or training. | 17 |

Factor No: 3 Experience

Definition of Factor:

The **Experience Factor** refers to the acquisition of Knowledge by a worker and covers the time needed to learn the techniques to perform the job adequately.

In the context of **GOINVEST** the **Experience Factor** must be related to general educational development and specific vocational preparation to acquire the knowledge and abilities for average performance. The **Experience Factor** covers formal and informal education and ranges from on-the-job preparation to orientation at work.

Degree Statement

| Grade of Factor | Degree Statement | Points |
|-----------------|---|--------|
| 1 | Senior Professional, Technical and other skilled workers requiring in excess of eleven years in practice of skills acquired through formal courses of study | 65 |
| 2 | Professional, Technical and other skilled workers requiring over six years and up to eleven years acquired through formal courses of study and on-the-job training. | 43 |
| 3 | Supervisory Professional, Technical, Vocational Workers requiring over six years and up to nine years in in-house training programmes in job related field. | 29 |
| 4 | Skilled Clerical, Technical Workers requiring over three and up to six years to understand the requirements of various jobs at this level. | 19 |
| 5 | Semi – Skilled Clerical, Vocational and other related workers requiring periods of exposure to several Junior Positions from entry up to a period of three years to grasp the basic requirements and understand all aspects of the job. | 13 |
| 6 | Unskilled Non-Management Workers performing routine monotonous work requiring little previous experience, but perhaps drawing on skills acquired in an informal manner until becoming familiar with work requirements. | 9 |

Factor No: 4 Analytical Skills

Definition of Factor:

Analytical Skill in the context of the **Guyana Office for Investment** involves the assessment of data, materials, facts or principles to produce some result to be used for managerial decision-making. The analysis could consist of the examination of data to produce, for example, statistical and financial reports for Clients/ Customers or Specific Projects to evaluate the effects of action implemented.

Degree Statement

| Grade of Factor | Degree Statement | Points |
|-----------------|---|--------|
| 1 | Constantly analysing complex, multifaceted, high impact data. Analyses problems to complete own tasks and direct staff activity. Requires close visual attention for sustained periods. | 72 |
| 2 | Often performs analysis to influence decisions in relation to the processing of data and the identification and resolution of problems which require constant alertness and checking. | 48 |
| 3 | Routine analysis of data for processing within defined parameters. Varied duties requiring depth of analysis which may affect accuracy, timeliness or usefulness of results. Steady concentration is required. | 32 |
| 4 | Normal analysis following standard practices. The application of common understanding governs situations encountered on the job. | 21 |

Factor No: 5 Decision – Making

Definition of Factor:

The **Decision – Making Factor** appraises the independent action and the application of judgement from among a set of alternatives and goals. It consists of three elements: Choices, alternatives and goals. These relate to analysis of the problem at hand, with choice ranging from extremely restricted to unrestricted and, where the incumbent makes decisions within a context of human, technical and economic constraints; initiates action based on the results of the analysis (involving the process of limiting as well as generating alternatives); and accountability for the results produced by the decision. The incumbent must be able to test the decisions by their contribution to achieving the goals for which they are accountable.

Degree Statement

| Grade of Factor | Degree Statement | Points |
|-----------------|--|--------|
| 1 | The incumbent's decisions are based on the Mission, Strategic Plan and over-all goals of GOINVEST and subject to the principal rules, regulations, precedents and those constraints imposed by economic and fiscal considerations. Failure to act would adversely affect output levels, quality of services offered and investments. Quality and high performance standards are most important. | 64 |
| 2 | Decisions made in consultation with Superior to achieve the goals and objectives of GOINVEST ; and providing the opportunity to use alternative and innovative skills to solve problems related to the use of resources allocated to the job. Moderately high level decisions required to translate programmes and projects into operational plans and activities. | 43 |
| 3 | Decisions are made within well-defined parameters, standard practices and adherence to performance standards. The incumbent's decisions are related to specific processes for accomplishing the work to satisfy the requirements of the operational plans and activities. | 28 |
| 4 | Decisions are elementary and are related to carrying out the operations of the selected process. Job holder is required to submit for approval those decisions that deviate from Standard Practices, or having any effect on timeliness or quality of output. | 19 |
| 5 | Simple, quite routine decisions which are primarily concerned with the manner and spread of performing a set of activities. Day-to-day aspects of the job entirely guided by rules and procedures according to Performance Standards and almost never having significant impact on job results Timeliness and quality of work are unaffected. | 13 |

Factor No: 6 Technical/ Professional Skill

Definition of Factor:

Technical/ Professional Skill is developed through formal, structured training processes rather than through years of on-the-job experience. Such skills, while required for specialised jobs, also indicate a level of competence through practical application. **Technical/ Professional Skill** pertains to science, management, marketing, finance, counselling, the professions and trade.

Without such skill, the job could not be affected. The level of use is important in the work of **GOINVEST**.

Degree Statement

| Grade of Factor | Degree Statement | Points |
|-----------------|--|--------|
| 1 | Extremely high – constantly used skill at GOINVEST . Indicates mastery of a professional or administrative field to develop through investigation and research, etc., new ideas, theories, techniques and procedures. | 80 |
| 2 | Very high – Much used skill which is highly important to the job. | 53 |
| 3 | High – Used frequently, important to the job, requiring comprehensive, intensive, practice knowledge of a technical field and skill in applying knowledge to the development of new methods, approaches or procedures. | 35 |
| 4 | Normal Level – must have such or similar skills through practical knowledge; or ability to understand the wide range of methods, principles and practices in a particular professional field, as well as skill in applying such knowledge to assignments. Such assignments may have well preceded activities. | 24 |
| 5 | Low Level – Knowledge of simple, routine, repetitive tasks which involve following step-by-step instructions, basic or commonly used rules, procedures, or some previous training or exposure. | 16 |

Factor No: 7 Compliance

Definition of Factor:

The requirements as set out in the Policy Guidelines, Road Map, reference materials and the Procedural Manuals provide guidelines to solving problems within the limits of existing policies and precedents in order to achieve desired levels of performance. Compliance is determined by the nature and extent of the information to be interpreted and pre-supposes a certain level of inherent intelligence and acquaintance with operating policies, rules, procedures and precedents.

Degree Statement

| Grade of Factor | Degree Statement | Points |
|-----------------|---|--------|
| 1 | Requires extensive knowledge and application of operating policies, rules and procedures and ability to interpret same in situations of both a recurring and non-recurring nature, as well as normal and unique situations defined by the Agency's Operating Manuals and Policy Guidelines; as well as an examination of precedents. | 54 |
| 2 | Requires high amount of interpretation of written or oral routine non-technical directives, based on General Policy Guidelines, Practices and Procedures which state performance requirements. The employee uses initiative and resourcefulness in researching trends and patterns to develop new methods or propose new policies. | 36 |
| 3 | Requires moderate amount of interpretation of General Policy Guidelines, Practices and Procedures. Written or oral directives state activity requirements in simple non-technical terms. The employee uses judgement in interpreting and adapting guidelines such as Agency Policies, Regulations, precedents and recommended modifications. | 24 |
| 4 | Procedures for doing the work have been established and a number of specific guidelines are available. Situations to which the existing guidelines cannot be applied or where significant deviations are required are referred to the Supervising Manager. | 16 |
| 5 | Specific detailed instructions covering all important aspects of the assignments are provided to the employee. The employee works in strict adherence to instructions; deviations must be authorised by Supervising the Manager. | 11 |

Factor No: 8 Co-ordinating**Definition of Factor:**

This factor measures the co-ordination of data, materials, facts to provide general and specific information, update records, past data, maintain accounts and do general office and administrative work in a timely manner. The co-ordination requirement will also involve the number and frequency of tasks, as well as the routine nature of work which may not always require the use of judgement and initiative.

Co-ordination may also require the provision of expert guidance on government priorities, economic trends, investment opportunities and incentives, the regulatory processes, export promotion and trade information and the institutional framework for investment.

Inherent in this factor is the degree of application and concentration of effort to accomplish the work with a minimum of errors and within specified time frames.

Degree Statement

| Grade of Factor | Degree Statement | Points |
|------------------------|---|---------------|
| 1 | Extensive knowledge of Guyana's Investment climate to provide statutory advice and opinions. Constantly analysing complex, multifaceted, high impact information and data. Co-ordinates and directs staff activity. | 43 |
| 2 | Statistical knowledge of Guyana's investment activities to assess, evaluate and recommend action. Moderate co-ordination required in processing data. | 29 |
| 3 | Significant knowledge of Guyana's investment climate. Co-ordinates varied activities requiring depth of analysis, accuracy, timeliness and usefulness of results. | 19 |
| 4 | Work involves limited demands and outcomes. Activities usually undertaken under Supervision. | 13 |

Factor No: 9 Quality of Work/ Productivity**Definition of Factor:**

The Quality of an employee's work and related productivity can be measured in terms of achievement and attributes. Achievement is related to the goals and objectives set and accomplishments which meet those objectives. Attributes include criteria related to behaviour or skills such as punctuality, teamwork and specialised knowledge.

The quality of work/ productivity factor also relates to the work objectives of the Department/ Unit where employee accomplishments are directly related to Job Description, and the outputs expected of the activities in the Work Plan.

The ability to meet schedules and deadlines. The skilful use of time and resources to achieve maximum efficiency; promptness and attendance, and the willingness to work beyond normal hours, are important in assessing the level of this job factor.

Degree Statement

| Grade of Factor | Degree Statement | Points |
|------------------------|---|---------------|
| 1 | The employee has responsibility for planning, designing and carrying out programs independently. The quality of the work impacts on all aspects of the Agency's work. The incumbent bears ultimate responsibility for the degree of success of the Agency and ensures that quality of work surpasses normal performance target. | 101 |
| 2 | The employee is responsible for planning and carrying out assignments within the specific time frames. The quality of work must conform to standards of accuracy, while productivity must be consistently above normal. | 68 |
| 3 | Completed work is usually evaluated for technical soundness, appropriateness and conformity to policy and requirements. The quantity of work relates to targets set. | 45 |
| 4 | The work consists of duties that involve related steps, processes or methods. The employee action is related to specific time frames. There is little or no choice in deciding what needs to be done. care and attention must be taken applied in completing repetitive tasks by set deadlines and in accordance with specifications. | 30 |
| 5 | Completed work is reviewed in terms of quantity and quality in relation to reasonable time frames and in meeting requirements of expected results. | 19 |

Factor No: 10 Teamwork**Definition of Factor:**

Team Work allows a group to function as a unit in an atmosphere of trust, cohesiveness, communication and productivity. Teamwork is characterised by a common sense of purpose; understanding of the Team's objectives, the presence of skills needed to implement the team's tasks, and willingness to work together. Members must consistently perform roles which contribute not only to reaching the current objectives set by **GOINVEST** but also to the ongoing improvement in the team's extended operations. The team is also required to deal with conflict, to use creativity in team problem – solving and decision-making, and apply monitoring and evaluation techniques to determine team growth and reinforce each other's effectiveness.

Degree Statement

| Grade of Factor | Degree Statement | Points |
|------------------------|---|---------------|
| 1 | <p>The Team plans, designs, and carries out programmes, projects and other activities as a group. Individual employees inform on progress, potentially controversial matters and far-reaching implications.</p> <p>Results of the work are considered as technically authoritative. Work is reviewed in terms of fulfilment of program objectives. Recommendations for new projects and alteration of objectives are evaluated against availability of funds and other resources, broad program goals or national priorities.</p> | 97 |
| 2 | <p>The team works within the overall objectives and resources available, in identifying the work to be done within deadlines.</p> <p>The team is responsible for planning and carrying out assignments, resolving most of the conflicts which arise. Completed work is reviewed in terms of feasibility, compatibility with other work and effectiveness in meeting requirements or expected results.</p> | 64 |
| 3 | <p>The team makes assignments, defines objectives, priorities, deadlines and assists others in unusual situations which do not have clear precedents.</p> <p>Completed work is usually evaluated for technical soundness, appropriateness and conformity to policy and requirements.</p> | 43 |
| 4 | <p>The Manager/ Supervisor indicates individual assignments concerning what is to be done, limitations of quality and quantity expected, deadlines and priority of assignments. The team advises on work methods and ensures that finished work and methods are technically accurate in compliance with established procedures.</p> | 29 |
| 5 | <p>The Manager/ Supervisor makes specific assignments that are accompanied by clear, detailed and specific instructions.</p> <p>The employees work as instructed. The Manager/ Supervisor checks progress and reviews completed work for accuracy, adequacy, adherence to instructions and established procedures.</p> | 19 |

Factor No. 11: Contacts

Definition of Factor

Contacts range from factual exchanges of information to situations involving significant or complex issues and differing viewpoints, goals or objectives. This factor includes face-to-face contacts and telephone dialogues with persons. The degree statements are based on what is required to make the initial contact, the difficulty of communicating with those contacted and the setting in which the contact takes place.

Degree Statement

| Grade of Factor | Degree Statement | Points |
|------------------------|--|---------------|
| 1 | <p>The purpose is to negotiate or settle matters involving significant issues. Work at this level usually involves active participation in conferences, trade shows, exhibitions, meetings or presentations of significant importance.</p> <p>Contacts are often with high ranking officials at national or international levels sometimes in unstructured settings. Typical contacts at this level may be persons of diverse viewpoints, goals or objectives which must be reconciled to achieve a common understanding and a satisfactory solution by, arriving at compromises or developing suitable alternatives</p> | 91 |
| 2 | <p>The purpose is to influence, motivate. Skill is required in persuading the individual or group to comply with established policies and regulations. Contacts are with external groups or individuals.</p> | 61 |
| 3 | <p>The purpose is to plan, co-ordinate or provide advice to resolve problems by influencing or motivating individuals or groups.</p> <p>Contacts are with persons within the Agency in a moderately structured setting.</p> | 41 |
| 4 | <p>The purpose of the contact is to obtain, clarify or give facts or information within the Office or Work Unit.</p> | 27 |

Factor No: 12 Working Environment

Definition of Factor:

The **Working Environment** relates to those conditions within the physical and/or environmental circumstances in which the incumbent operates and of the job which make specific demands on his/her physical and mental ability to perform effectively..

This factor has been broken down into three (3) components as follows:

1. Work Location/ Condition

Work Location can be inside, outside or both. Location is considered “inside” if the worker spends about 75% or more time inside and “outside” if 75% or more of time is spent outside. The activities can occur ‘inside’ and ‘outside’ in approximately equal amounts. In the context of **GOINVEST** work location also includes working alone, team work, group work or working around people.

2. Occupational Conditions

Situations in which the job holder is exposed to the definite risk of bodily injury in the work place are considered as occupational hazards. Included here also is physical hazards such as exposure to toxic chemicals, biological agents and contagious diseases, heights, traffic congestion, extended working hours.

3. Atmospheric Conditions

Atmospheric conditions which can affect the job holder include fumes, dust, odour, dirt, toxic conditions, mud, gases, or poor ventilation caused by insufficient movement or air causing a feeling of suffocation.

Degree Statement

| Grade of Factor | Degree Statement | Points |
|------------------------|--|---------------|
| 1 | Activity or condition constantly exists seventy – five percent or more of the time where the employee is exposed to any of several conditions identified at 1, 2, or 3. The environmental and working conditions can be severely hazardous, demanding, stressful or result in excessive fatigue to the employee. | 97 |
| 2 | Activity or condition frequently exists from fifty to seventy-five percent of the time where the employee is exposed to any of several conditions identified at 1, 2, or 3. The environmental and working conditions can be moderately hazardous, demanding, stressful or result in high fatigue levels to the employee. | 65 |
| 3 | Activity or condition occasionally exist from twenty-five to fifty percent of the time where the employee is exposed to any of several conditions identified at 1, 2, or 3. The environmental and working conditions are moderate with minimal hazards, demands or stresses. | 43 |
| 4 | Activity or condition exists less than twenty-five percent of the time where the employee is exposed to any of several conditions identified at 1, 2, or 3. The environmental and working conditions are normal. | 29 |

NON – QUANTITATIVE FACTORS

Factor: Aptitudes

Definition of Factor:

Aptitudes are specific capacities required of an individual to facilitate the learning of some task or job duty. The kinds and amounts of **Aptitudes** possessed by a person can be determined through the administration of tests which assess the exact amount of the **Aptitude** needed to perform the individual job. However, for this Study, Job Analysis data is used to determine the kinds and amount of **Aptitude** required for each job.

The **Aptitudes** requirement will not be quantified since it is not possible to measure the actual utilisation of these capacities on the job. The inherent nature of the **Aptitudes** required will be captured in statements on the “**Qualification Profile**” of the **Job Description**.

The nine (9) **Aptitude Factors** to be used are divided into three clusters which define the following general factors:

(1) COGNITIVE (thought, reasoning, learning)

- G - General Intelligence
- V - Verbal
- N - Numerical

(2) PERPETUAL

- S - Spatial
- P - Form Perception
- Q - Clerical Perception

(3) PSYCHOMOTOR

- K - Motor Co-ordination
- F - Finger Dexterity
- M - Manual Dexterity

Descriptions of an aptitude is important to the **Guyana Office for Investment** are as follows:

GENERAL INTELLIGENCE which is the general learning ability to understand instructions and underlying principles and to reason and make judgements. The levels of workers accommodated under this aptitude are:

Clerical, Technical, Professional, Managerial workers and **Top Executives** who require professional/ technical degrees and specialised qualifications for entry into the job.

Reasoning, Mathematical and Language Development are important in measuring this **Aptitude at the lower** organisational levels.

VERBAL APTITUDE is the ability to understand the meaning of words **and to** use them effectively as well as the ability to comprehend language, to understand relationships between words and to present ideas and information clearly.

NUMERICAL APTITUDE is the ability to perform arithmetical calculations and operations and processes quickly and accurately.

Computation and arithmetic reasoning are important in this aptitude.

SPATIAL refers to the ability to visualise objects in three dimensions from drawings or representations.

FORM PROJECTION is the ability to perceive pertinent details in objects in pictorial or graphic material.

CLERICAL PERCEPTION is the ability to perceive pertinent details in verbal or tabular form, to observe differences in copy, to proof read words and numbers, to avoid perceptual errors in names and arithmetic computations.

MANUAL DEXTERITY refers to the ability to move or work with the hands easily and skilfully.

MOTOR CO-ORDINATION is the ability to move the hands and feet in co-ordination with each other in response to visual stimuli.

FINGER DEXTERITY is the ability to work with hands easily and skilfully.

ASSESSMENT OF APTITUDE FACTOR

These factors are expressed in terms of levels, which in turn reflect equivalent amounts of the aptitude possessed by segments of the working population as follows:

The **Top 10 Percent** of the population. This segment of the population possesses an extremely high degree of the aptitude.

The **Highest Third** exclusive of the Top 10 Percent of the population possesses an above average or high degree of the aptitude.

The **Middle Third** of the population, where this segment of the population possesses a medium degree of the aptitude, ranging from slightly below to slightly above average.

The **Lowest Third** exclusive of the bottom 10 Percent of the population possesses a below average or low degree of the aptitude.

The **Lowest 10 Percent** of the population. This segment of the population possesses a negligible degree of the aptitude.

PROCEDURES FOR RATING AND RECORDING APTITUDE REQUIREMENTS

A job must be rated for all its aptitudes. The analyst indicates the level of each aptitude required of the worker for average satisfactory performance. This determination is arrived at by careful study of the activities involved in the specific abilities which the jobholder uses and can be identified in terms of the aptitudes.

Finger Dexterity, and **Motor Co – ordination** can be identified through study of the physical actions which the worker performs.

Aptitudes such as **Numerical Aptitude** and **General Intelligence** are identified by considering the Worker Functions, the decision the worker must make and the other mental processes involved in order to perform the tasks of the job.

A scale for each job is developed by placing the numerals **1 through 5** to indicate the level required for satisfactory performance. The numeral 1 is used if the aptitude is not required. Level 1 should not be assigned to **General Intelligence** as it is assumed that every job requires at least a Level 2 of this Aptitude.

| | | | |
|-------------|----------|----------|---|
| Key: | 5 | = | High Degree of Aptitude |
| | 4 | = | Above Average Degree of Aptitude |
| | 3 | = | Slightly below to Slightly above average |
| | 2 | = | Below Average |
| | 1 | = | Not Required |

Relate the key to each aptitude and determine the grade by considering the entire complement of jobs within the Group. Record the Grade on the Job Description Form next to the appropriate **Aptitude Factor** in turn.

Then complete the total score and indicate results of the analysis as follows:

| Point Range | Position Occupied Within Working Population |
|--------------------|--|
| 10 – 20 | Lower Third |
| 21 – 30 | Middle Third |
| 30 + | Highest Third |

Factor: Interests

Definition of Factor:

The **Interest Factor** deals with what the worker likes to do or the preference for an activity and wanting to continue it. The **Interest Factors** are job specific and are intended to assess workers in specific Work Fields. The factors are based on what Workers are actually motivated by in a given occupation, and when used as an indirect measurement will indicate to the Worker, what is important to the job and not necessarily indicate a change in the individual's own interest.

Following are the **Interest Factors** of importance to the **Guyana Office for Investment** .

PROTECTIVE: Interest in the use of authority to protect people and property.

BUSINESS DEAL: Interest in organised, clearly defined activities requiring accuracy and attention to detail, primarily in that setting. Interest in helping others with their needs.

MARKETING: Interest in bringing others to a point of view through persuasion, using sales and promotion techniques to gain interest.

ACCOMMODATING: Interest in catering to the wishes of others, usually on a one-to-one basis.

**LEADING –
INFLUENCE:** Interest in leading and influencing others through activities involving high level verbal or numerical abilities.

PROCEDURES FOR RATING AND RECORDING INTEREST REQUIREMENTS

Evaluate all the situations in the job against the **Interest Factors**, then select the two most important to influence job performance. On the Job Description Form indicate two **Interest Factors** that are most important to the job.

EXAMPLE:

Consider the **Interest Factor** for the following as an example:

Job Title: **Secretary**

Interests:

- 1) A preference for organised clearly defined activities requiring accuracy and attention to detail primarily in an office setting
- 2) A preference for activities involving business contact with people.